

~~SECRET~~

1566

PERSONNEL MANAGEMENT ADVISORY BOARD

AGENDA

17 April 1981, 2:00 p.m., Room 5E62 Hqs.

- I. Status on personnel management items by the Director of Personnel Policy, Planning, and Management.
- II. Items to be considered:
  - A. Concept paper on the SIS Pay Scale
  - B. Proposal to change the Performance Appraisal Report schedule for GS-15s

25X1

This document may be downgraded when  
repealed from classified attachment.

~~SECRET~~

## ROUTING AND RECORD SHEET

Form No. 160  
1 Dec 56 Use Previous Editions

SUBJECT: (Optional)

Personnel Management Advisory Board Agenda, 17 April 1981

FROM:

Secretary, PMAB  
1006 Ames

EXTENSION

NO.

DATE

3 April 1981

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EA/D/PPPM  
5E58 Hqs.

6

APR 1981

RD

We have scheduled a PMAB for 17 April at 2:00 p.m., in Room 5E62 Hqs., to discuss the proposed change to the PAR schedule for GS-15s and the concept paper on the SIS pay scale.

If you will please advise me of your approval of the attached agenda, I will insure that copies are distributed to PMAB members.

Atts

OK

3. DD/PPPM 6 APR 1981

M

4. D/PPPM

6

APR 1981

J

6.

7.

8.

9. Secretary, PMAB  
1006 Ames

10.

11.

12.

13.

14.

15.

SECRET

Proposal for Change in the GS-15  
Performance Appraisal Report Schedule

1. It has been requested that the Performance Appraisal Report (PAR) schedule for GS-15 employees be revised to provide more time for Sub-Group and Directorate evaluation before submitting promotion recommendations to the Office of Personnel Policy, Planning, and Management. Under the current GS-15 PAR schedule, the reporting period ends 31 March, PARs are due in OPPPM 30 April, and promotion recommendations are due in OPPPM by 15 May. In most offices this does not allow sufficient time for evaluation of GS-15s. ✓

2. The May 15 deadline for submission of GS-15 promotion recommendations to OPPPM is required for administrative purposes to collect files, verify position assignment information, and to assemble a Uniform Promotion package for approval by the DCI. Promotions from GS-15 are effective in July and in January under the semiannual option.

3. There are two recommendations for consideration which would alleviate the problem described in paragraph 1. They are:

a. Change the PAR reporting period for GS-15s from 1 April-31 March to 1 February-31 January. This will provide an additional month for Sub-Group and Directorate evaluations. This will require minor computer reprogramming of the automated PAR system. The only other PARs due at this time are GS-06s; or

b. Change the Uniform Promotion schedule for GS-15s from July and January to August and February. This would provide one additional month for evaluation, but would also change the uniform schedule for promotions within the SIS ranks to August and February. The only other grade levels promoted at this time are GS-09 and GS-10.

4. Implementation of the recommendation in paragraph 3a. will have the least disruptive impact on the PAR schedule and this will not affect the Uniform Promotion schedule. Only GS-06 PARs will be due at the same time as those for GS-15s. In addition, the automated PAR call-up system can be changed with only minor reprogramming. Therefore, it is recommended that the PAR reporting period for GS-15s be changed from 1 April-31 March to 1 February-31 January.

Attachment

PAR and Uniform Promotion Schedules

## PAR SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

Grade	End of Reporting Period	Due in Office of Personnel
GS 01-05	31 March	30 April
GS-06	31 January	28 February
GS-07 and 08	31 December	31 January
GS-09 and 10	30 September	31 October
GS-11	31 August	30 September
GS-12	31 July	31 August
GS-13	30 June	31 July
GS-14	30 April	31 May
GS-15	31 March	30 April
SIS- 1-4	30 September	31 October

UNIFORM PROMOTION SCHEDULE. Career Services have the option to promote employees on either an annual or semiannual schedule in accordance with the grade and date structure listed below:

PROMOTION TO THE NEXT GRADE  
(Effective First Pay Period in Month)

Current Grade	Annual Option	Semiannual Option
GS-15 and above	July	January
GS-14	September	March
GS-13	November	May
GS-12	December	June
GS-11	January	July
GS-10	February	August
GS-09	February	August
GS-08	May	November
GS-07	May	November
GS-06	June	December
GS-05 and below	UNSCHEDULED	

SECRET

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

19 March 1981

MEMORANDUM FOR: Director of Personnel Policy, Planning,  
and Management

FROM :   
Chief, SIS Support Staff

SUBJECT : SIS Pay Scale

1. This memorandum responds to your request to develop a concept paper to "resolve pay disparity" for senior officers should the present cap on rate of basic pay (\$50,112.50) be lifted. The cap applies to all SIS members and GS-15s, steps 5 through 10. If the cap is lifted, the pay rates established in October 1980 would be instituted (Tab A). The new rates could be viewed as a disincentive for GS-15s to join the SIS ranks. (AIUO)

2. SIS pay rates are equal to the six levels used in the SES which are established by the President. Under a lifted cap, the pay of a GS-15(7) would exceed that of an SIS-1 by \$1,210. A GS-15(10) pay would exceed that of SIS-4 by \$239. A GS-15(6) promoted to SIS-1 would receive a salary increase of only \$239. (AIUO)

3. Background

a. At the time of establishment of the SIS in 1979, pay issues focused on options for salary conversions of supergrades rather than promotions to SIS. It was noted then that the Presidential SES rates were extremely compressed and offered such limited flexibility that the end result would be compression at the SIS-3 and SIS-4 rates. Over time, it was viewed -- assuming the statutory ceiling on executive pay would be lifted and Executive Schedule rates for the SES adjusted annually along with the GS schedule -- that the compression would be reduced and eventually eliminated. (AIUO)

b. Pay disincentive for promotion to SIS was not a significant problem in 1979. The matter of pay regarding promotions of GS-15s to SIS was addressed of course. The following policy was publicized in SIS Notice No. 1, dated 26 December 1979:

GS-15 level personnel being promoted to SIS-1 will receive the equivalent of two step increases at the GS-15 level unless prohibited by statutory limitation. For example, under existing pay scales, officers promoted to SIS-1 will be paid at one of three rates:

GS-15/1 - 15/4 (40,832-44,985) to 47,889  
GS-15/5 (46,276) to 48,998  
GS-15/6 - 15/10 (47,637-50,112) to 50,112 (AIUO)

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

SECRET

g. Considering the impact of continuing high inflation, reduced cost-of-living adjustments, the uncertainty of receiving an award, and deferred leave payment, a prospective SIS officer may be more interested in obtaining the highest and surest income now -- i.e., under a lifted pay cap, remaining as a GS-15 where eventually the officer can do as well in pay as an SIS-4, and without the pressures and demands related to most SIS positions. Such an officer would, of course, be denied intangible rewards associated with SIS -- status, prestige, increasing professional challenge, etc. What motivates our budding senior officers is the bottom line. Professional literature suggests they are becoming mostly concerned about the here and now and have a work ethic that places increasing interest on family and leisure activities. (AIUO)

#### 4. Options

a. There appear to be six options to resolve the pay disparity regarding GS-15 promotion to SIS should the pay cap be lifted:

Option A - Raise SIS Salary Rates.

Option B - Retain SIS Salary Rates, but Establish In-Steps at Each Level.

Option C - Establish Salary Retention Rights.

Option D - Assure Promotion Equivalent to Two In-Steps.

Option E - Promote to Nearest Equivalent SIS Level.

Option F - Retain SIS Rates, Promote to SIS-1 or SIS-2, Salary Retention Rights for GS-15(8) and Above. (AIUO)

#### b. Discussion of Options

##### Option A - Raise SIS Salary Rates

Raising of SIS salary rates would have to be structured around the GS rates for supergrades. Under a fully lifted pay cap, salaries would range from \$52,247 to \$71,734 (compared with \$52,247 to \$61,600 for SIS), providing the Agency a wide array of options for establishing any number of SIS levels as well as in-steps for all but the top one. At first glance, this option appears attractive because the salary incentive for a GS-15 moving to SIS is readily apparent. If the cap of \$50,112 is lifted, however, the maximum pay rate at supergrade level would be frozen at \$58,500. Consequently, the payable salary range would be more restrictive than under the

SIS, and officers at SIS-5 and SIS-6 would have lower payable rates -- by \$1,104 and \$3,100 respectively. More importantly, perhaps, is that Agency establishment of SIS pay levels and rates that do not conform to SES surely would raise questions by Congress, OMB, and OPM. To date, we have made a serious effort to tell all three how closely we conform to the SES system. (AIUO) ✓

Option B - Retain SIS Salary Rates, but Establish In-Steps at Each Level

This is not an alternative holding much attraction because of the narrow range of potential salary increase from SIS-1 to SIS-6, \$9,353, and from one successive level to the other, ranging from \$1,749 (SIS-1 to SIS-2) to \$1,996 (SIS-5 to SIS-6). If in-steps were established, one for each level excluding SIS-6 would seem maximum. This would provide a step increase of \$874 for an SIS-1 and \$998 for SIS-5 (Tab D). All step increases, however, would remain less than that applicable to GS-15 -- \$1,485. (AIUO)

Option C - Establish Salary Retention Rights

Establishment of salary retention rights would assure no reduction in pay for GS-15(7) through GS-15(10) at time of entry to SIS-1. Under such a policy, the pay of 15(7) would exceed that of SIS-1 by \$1,210, 15(8) over SIS-2 by \$946, 15(9) over SIS-3 by \$443, and 15(10) over SIS-4 by \$239 (Tab E). Examining the trend lines of the three promotion cycles (Tab B), only a relatively small number of officers promoted to SIS-1 would receive retained salaries that exceed those of certain SIS levels. Of 111 promotions to SIS-1, 18(16%) were in the GS-15(7) to GS-15(9) range. No GS-15(10) has been promoted, and there has been only one GS-15(9). Under salary retention rights, the senior GS-15 also would receive a higher performance award than the base pay SIS officer were one to be granted. Considering that the greatest number of promotions from GS-15 to SIS-1 occur at below GS-15(7) -- 93 or 84% -- this option would be least disruptive attitudinally regarding current SIS officers whose pay would be lower than senior GS-15s promoted to SIS-1. The biggest impact, of course, would be at SIS-1 where the salary difference could range from \$1,210 to \$5,665. Conversely, the number of senior GS-15s who might be considered as potential for promotion and who might prefer to remain at the GS-15 level would seem most likely to remain very small in number. (C)

Option D - Assure Promotions Equivalent to Two  
In-Steps

This option would guarantee a salary increase of \$2,970 at time of entry to SIS-1. It would assure no reduction in salary for GS-15(5) through GS-15(10). Under such a policy, the pay of GS-15(5) would exceed that of SIS-1 by \$1,210, 15(6) over SIS-2 by \$946, 15(7) over SIS-3 by \$623, 15(8) over SIS-4 by \$239, 15(9) over SIS-4 by \$724, and 15(10) over SIS-5 by \$1,278 (Tab F). Observing the promotion trend lines discussed in Option C, a much larger number of GS-15s would receive salaries that exceed those of certain SIS levels. Of the cited 111 promotions to SIS-1, 76 (68%) were in the GS-15(5) to GS-15(9) range (no GS-15(10) was promoted). This contrasts sharply with the Option C scenario and probably would create an attitudinal problem among almost all current SIS members. (It should be noted that senior GS-15s would also receive higher performance awards as in Option C.) The biggest impact again would be at SIS-1 where the salary difference could range from \$1,210 to \$8,635. (C)

Option E - Promote to Nearest Equivalent SIS Level

Under this option, GS-15(1) through GS-15(6) would be promoted to SIS-1, GS-15(7) to SIS-2, GS-15(8) to SIS-3, GS-15(9) to SIS-4, and GS-15(10) to SIS-5. All officers promoted to SIS would thus receive a salary increase that would range from substantial for GS-15(1) to very small (\$239) for GS-15(10). For the core area of promotions -- GS-15(5) through GS-15(7) -- salary increases would be \$1,760, \$275, and \$539 respectively. Although some officers would fare better than others at promotion, all would have benefit of leave accumulation and chance at performance awards. A drawback, however, could be management of SIS ceiling allocations which are controlled at the SIS level by the DCI. Although control is flexible, it is presumed that the DCI would want to preserve the pyramidal profile of the SIS grade level structure. Moreover, this option could cause an attitudinal problem among current SIS members. (AIUO)

Option F - Retain SIS Rates, Promote to SIS-1 or SIS-2,  
Salary Retention Rights for GS-15(8) and Above

This multiple option takes into consideration that GS-15(1) through GS-15(6), with a lifted pay cap, would receive a salary increase upon promotion to SIS-1 (smallest for GS-15(6)--\$275), a GS-15(7) would not but could at SIS-2(\$439), promotion numbers for GS-15(8) and above have



SECRET

been very small as well as that officers at this level have no salary incentive for joining SIS, and that a policy of promoting to the SIS-1 or SIS-2 level can be easily managed in terms of ceiling allocations because these two levels are grouped together. In short, GS-15(1) to GS-15(5) could be promoted to SIS-1, GS-15(6) and GS-15(7) promoted to SIS-2, and GS-15(8) through GS-15(10) to SIS-1 or SIS-2. For this latter group, however, promotion to SIS-1 or SIS-2 is irrelevant in terms of income because of salary retention rights. Higher performance awards (i.e., in excess of basic SIS pay level) also would be available to this latter group. Promoting them only to SIS-1 would provide the Agency with more flexibility for fast-track promotion within SIS from SIS-1 to SIS-2. (AIUO)

5. Whatever selection is made from the above options, it is proposed additionally, that all GS-15s be required to declare interest in joining or not joining the SIS. This requirement could be accomplished annually in the Performance Appraisal Report in the box provided for employee comments. Such a declaration would force this feeder group periodically to give serious thought and attention to the SIS vs. remaining at GS-15, keep them up to date on SIS management issues, and hopefully, would reduce to zero after the fact, sour grape comments on SIS because they have the option to reject SIS. Moreover, this annual declaration would be very valuable to promotion panels as well as planning for the Senior Officer Development Program. In a sense, this proposal parallels the SES Candidate Development Program whereby GS-15s competitively apply as candidates for executive development. This proposal is predicated on the assumption that management views the SIS system and structure as being sound and reasonably equitable, that reasonable upward movement exists in SIS, that aspiration to SIS membership should involve considerably more than salary inducement, and that leave accumulation and performance awards balance out any perceived pay disparity. Those GS-15s who do not agree might well be viewed as looking only for the sure thing and maximum security, not being sufficiently motivated by prospects of senior leadership positions, and having personal doubts (or lack of desire) about their competitiveness for future promotion within SIS. In short, such officers may lack the qualities we are looking for in SIS. (AIUO)

#### 6. Recommendations

a. Option F is recommended for adoption. It is least complex, readily manageable, provides minimal adjustment of the SIS system, retains incentive for lower level GS-15s, provides incentive for senior level GS-15s, and conforms with the intent of the SES.

b. It is further recommended that the proposal in paragraph 5 to require all GS-15s to annually declare interest in joining/not joining SIS be adopted under any circumstances. (AIUO)



25X1

Attachments

SECRET



New Pay Rates if the Cap is LiftedGS-15 In-Step Level

1 - \$44,547  
2 - 46,032  
3 - 47,517  
4 - 49,002  
5 - 50,487  
6 - 51,972  
7 - 53,457  
8 - 54,942  
9 - 56,427  
10 - 59,912

SIS Level

1 - \$52,247  
2 - 53,996  
3 - 55,804  
4 - 57,673  
5 - 59,604  
6 - 61,600

Current Cap = 50,112

New Cap = 58,500 for GS scale, but  
61,600 for SIS

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

Promotion to SIS-1, GS-15s by In-Step  
at Time of Promotion

	1	2	3	4	5	6	7	8	9	10	Total
Jan 80	1	0	2	3	10	11	2	1	0	0	<u>30</u>
Jul 80	4	0	3	10	13	11	7	3	1	0	<u>52</u>
Jan 81	0	4	4	4	7	6	2	2	0	0	<u>29</u>
Total	<u>5</u>	<u>4</u>	<u>9</u>	<u>17</u>	<u>30</u>	<u>28</u>	<u>11</u>	<u>6</u>	<u>1</u>	<u>0</u>	<u>111</u>

C-O-N-F-I-D-E-N-T-I-A-L

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

~~S-E-C-R-E-T~~

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

CIA STIPENDS AND AWARDS

<u>STIPEND/AWARD</u>	<u>ACTUAL NUMBERS GIVEN OUT</u>	<u>SIS-1</u>	<u>SIS-2</u>	<u>SIS-3</u>	<u>SIS-4</u>	<u>SIS-5</u>	<u>SIS-6</u>
Distinguished Officer Stipend	2			1	1		
Meritorious Officer Stipend	11		2	4	2	2	1
20% Performance Award	5		1	1	2		1
18% Performance Award	5		2	1	1	1	
15% Performance Award	14		8	2	2	1	1
11% Performance Award	29	2	12	9	6		
7% Performance Award	<u>43</u>	<u>7</u>	<u>18</u>	<u>7</u>	<u>9</u>	<u>2</u>	<u>—</u>
TOTALS	109	9	43	25	23	6	3
PERCENTAGES		(8%)	(39%)	(23%)	(21%)	(6%)	(3%)

~~S-E-C-R-E-T~~

Approved For Release 2005/08/02 : CIA-RDP89-01114R000300010021-0

TAB

SIS Pay Rate with One In-Step  
at Levels 1-5

<u>SIS Level</u>	<u>Pay Rate</u>	<u>Amount of Step Increase</u>
1(1)	52,247	-
1(2)	53,121	874
2(1)	53,996	875
2(2)	54,900	904
3(1)	55,804	904
3(2)	56,738	934
4(1)	57,673	935
4(2)	58,635	965
5(1)	59,604	966
5(2)	60,602	998
6	61,600	998

TAB



GS-15 Retained Salary Compared  
with SIS Pay Rate

<u>SIS Level</u>	<u>GS-15 Level and Pay Rate</u>			
-	15(7)	15(8)	15(9)	15(10)
-	53,457	54,942	56,247	57,912
SIS-1	52,247	52,247	52,247	52,247
SIS-2	53,996	53,996	53,996	53,996
SIS-3	-	55,804	55,804	55,804
SIS-4	-	-	57,673	57,673
SIS-5	-	-	-	59,604
<u>Amount Above</u> <u>SIS-1 Level</u>	1,210	2,695	4,000	5,665

TAB

GS-15 Salary with Two-Step Increase  
Compared with SIS Pay Rate

<u>SIS Level</u>	<u>GS-15 Level and Pay Rate</u>					
-	15(5)	15(6)	15(7)	15(8)	15(9)	15(10)
-	53,457	54,942	56,427	57,912	59,397	60,882
SIS-1	52,247	52,247	52,247	52,247	52,247	52,247
SIS-2	53,996	53,996	53,996	53,996	53,996	53,996
SIS-3	-	55,804	55,804	55,804	55,804	55,804
SIS-4	-	-	57,673	57,673	57,673	57,673
SIS-5	-	-	-	59,604	59,604	59,604
SIS-6	-	-	-	-	-	61,600
<u>Amount Above</u> <u>SIS-1 Level</u>	1,210	2,695	4,000	5,665	7,150	8,635